

Project Managers' Workgroup

MINUTES November 15, 2004

Attending: Sharon Hayes - ITS
Colleen McCarthy - ITS
Bob Giannuzzi - ITS
Joe Kellogg - NCDST
Shaw Erfani - ITS
Jesus Lopez – ITS
Paul Marsh – DTS
Travis Snipes – DHHS
David Prince – DJJDP
Dell Pinkston – DOA
Barbara Bostian – DOR
Susanne Taylor – ESC
Linda Hudson - OSC

Welcome/Introductions: Sharon introduced Bob Giannuzzi as the new project manager working with EPMO. Each person introduced themselves and their agency.

Sharon Hayes explained SB991 Project Approval Form and gave information of website location where forms can be accessed. She also reviewed the SCIO Project Status Reporting dates for 2005. Hard copies of both documents were handed to members. Also, located on the SCIO website is a list of projects open in our portfolio and requested everyone to check it out and give feedback. She expressed the hope that the Project Managers' Working Group will provide input to updating information regarding Project Management, Best Practices, etc.

She informed the group that pages 1 to 20 of the SB991 Project Approval Form were on the ITS website. She explained in detail SCIO Project Oversight Overview on page 20. She also clarified the role of the PMA and the goals of the EPMO.

She explained that currently the people reviewing projects were Jonathan Womer for budget, Mike Fenton for technical architecture, Sharon for project management, Ann Garrett for security, Patty Bowers for Procurement and Julie Batchelor for OSC/NCAS. She explained that they meet every Thursday. She explained when these six people get together, what they look for is:

1. Do you have funds to cover the project?
2. How much money is spent on security?
3. Procurement looks to see if project has been approved in order to process RFP.

4. Architecture looks at alignment with statewide architecture. Security looks at policies and procedures.
- She suggested that agencies call technical architects at ETS to discuss technical alignment.

She told group - regarding project management, there were six things to sign off on.

1. Is the project planned and organized for success?
2. Show integrated project schedule: - paths and dependency of all entities involved.
3. Assign PMA if over \$500K.
4. Quality / approve Agency project manager.
5. Is it an agency strategic initiative?
6. What is the risk profile?

Travis Snipes asked what the process is when deciding on a project manager.

Sharon Hayes responded currently interview with him and review of project manager's resume. Will be looking at setting qualification criteria in the future.

David Prince asked what if you don't have funds for a project?

Sharon responded that an agency should use the same SB991 form to request expansion budget monies. If no money is allocated for the project it most likely will not be approved.

David Prince stated that agencies don't know how to hire a good project manager, and that they don't understand the value of a good project manager.

Sharon Hayes stated that there is no problem with hiring contract project managers, but that they should report to a state person and not to another contract project manager.

Travis Snipes asked if the objective is on whether you report or not. Is it based on finance?

Sharon Hayes responded that current process is based mainly on dollar threshold.

Paul Marsh asked what if architecture group does not sign off, but agency thinks architecture is fine.

Sharon Hayes responded that it would depend on which project it is. She reminded the group that there is an appeal process if you do not like CIO's decision.

She stated that currently considering a phase / gate process for project approval. She would bring it to the group for discussion.

Barbara Bostian stated that the agencies feel constrained, and that she agrees with Sharon regarding the phase / gate process.

Dell Pinkston stated that the IRMC had approved their project through the design phase.

Sharon Hayes stated that risk was mentioned on 3 different places on the form. She mentioned that agencies should spend time to identify these on the form. She talked more on phased approach.

Travis Project Approval document evolving – Approval form versus status report.

Sharon reported on the portfolio management tool. She informed that they are in process of finalizing to whom to award the contract. She said there would be no more changes to the SB991 form until the tool was implemented.

Sharon explained that the tool should allow Agencies to do portfolio management within the agency.

Paul Marsh asked if Sharon thought the agency has the skills?

David Prince stated that since theirs was a small agency it was easy for him to keep an inventory on projects.

Barbara Bostian suggested that the inventory be done in Excel.

Sharon reminded the group that a lot of the portfolio vendors come out of the financial world and that they are able to successfully manage these tasks. She informed the group that four agencies had come to the demos to help with tool selection. She said the implementation time frame looks like January/February 2005. She announced that the new project manager for the Portfolio Management Tool is Jesus Lopez.

Barbara Bostian said she could see the tool being helpful.

Sharon said to expect multiple options that the tool would provide.

David Prince wanted to know if ITS is looking at asset management.

Sharon Hayes said she would get an updated status of asset management and bring it to the next meeting.

Barbara Bostian wanted to know if Dick and Shaw wanted agencies to copy the PMA.

Shaw Erfani said it was not necessary, that it was forwarded to him.

Travis Snipes asked what's the status on repository?

Sharon responded that there was none, but that it would be discussed next.

David Prince asked if **PMA's could perform IV & V or does Sharon think they are too close?** He thought his agency does a good job on implementation and validation. He asked if you were doing all the things that keep a project green, is it necessary to have IV & V. **He proposed that ITS investigate the possibility of having PMA's perform IV&V as a measure to reduce the costs of IV&V to agencies.**

Sharon commented that if you have a PMA who is up to speed, that they would participate in the IV & V. Also, IV & V are based on performance and risk so may not need IV & V.

She asked if everyone is in agreement with the PM Working Group project management framework.

David Prince asked that there has to be clarification of the definition of a framework.

Travis Snipes said he agreed. Are we looking at the tools to create a framework? Should we standardize framework? He discussed the methodology that DHHS had created based on Best Practices and SDLC.

Sharon said she would like to come up with a core document.

David Prince said he likes the idea of a buffet – not one template for a scope statement.

Sharon H asked if anyone else did the homework assignment from the last meeting. She asked David Prince to submit his assignment. She also asked Travis Snipes if he would do a presentation at the next meeting, to which he agreed.

Next meeting – December 20th at 2:30 pm.